

# APPLICANT SUITABILITY MATRIX (ASM)

## REDUCES STAFF TURNOVER

Converge International, a leading corporate mental health care provider, wanted to enhance their recruitment processes to hire people with the necessary skills and personality and behavioural attitudes to deliver on client needs. Converge also wanted to reduce employee turnover and associated costs.

To do this, Converge introduced the SafeSelect Applicant Suitability Matrix (ASM) into the recruitment process. The ASM allowed Converge to gain insight and understanding into a candidate's potential for future performance, and whether they contained the unique personality characteristics to make them suitable for the role

Recruitment of staff requires a strong understanding of our organisation and the clients with whom we deal every day. Predominately we recruit the volume of employees in three main job categories:

- **Administrators** - who are responsible for providing administrative support to teams as required. This can be in finance, consulting, training, and our main suite of EAP services.
- **Client Services Officers** - CSOs are our frontline staff responsible for taking client calls and booking EAP appointments. Successful CSOs balance a caring approach with strong problem-solving skills in what is a unique customer service environment.
- **Consultants** - our Consultants deliver the suite of our services, from training to EAP, to critical incident debriefing and mediation. They are risk aware and resilient.

In June 2017, we introduced the Applicant Suitability Matrix (ASM) into our recruitment and selection process. The ASM is a measure of an individual's personality preferences and behavioural tendencies across the following three areas:

1. **Working with others** - This indicates how effectively the individual will be able to interact with others and work in a team environment.
2. **Work style** - This provides insight into the individual's attitudes towards work, and how they are likely to approach their work tasks.
3. **Emotional control** - This indicates how the individual is likely to respond to stressful situations at work and how they manage their emotions during these times.

We wanted to determine if including the ASM into the Converge selection process added value in terms of reduced staff turnover and the associated cost savings for hiring employees.

### The ASM

- 130 questions
- 20 minutes to complete
- 24/7 access to results, available immediately



TIME



QUESTIONS



RESULTS

### THE APPLICANT SUITABILITY MATRIX (ASM)

An integrated assessment system, used to identify the level of risk a candidate brings to the role. Includes the following:

- Industry - specific screening interview
- Personality and behaviour assessment
- Tailored interview guide, targeting areas of potential risk identified in the personality assessment
- Tailored reference checking guide, targeting areas of potential risk identified in the personality assessment

### SAVINGS TO CONVERGE INTERNATIONAL

We compared the turnover (attrition) of staff in the 2016-17 financial year with the turnover of staff in the 2017-18 financial year. The cost of losing an employee within the first 12 months of recruitment can be up to 55% of their salary to replace them (Bersin by Deloitte, 2016).

***“There has been a 10% reduction in staff turnover since the introduction of the ASM”***

We found that there has been a 10% reduction in staff turnover since the introduction of the ASM in June 2017 with the biggest reduction being in the Client Services Officers (CSO) roles, where employees are required to work with vulnerable people and balance a caring approach with practical problem-solving skills. Total employee headcount remained reasonably static across the organisation indicating that recruitment was primarily focused on replacing turnover rather than increasing staff numbers.

So, based on the assumption that replacing an employee can cost up to 55% of their salary, we calculated the potential savings to Converge International since introducing the ASM into the selection process. A CSO's salary is \$52,000 pa. The results are shown below:

	Number of departures	Turnover as a % of FT staff	Cost of staff turnover based on 55% of \$52,000
<b>Pre ASM</b>	53	40.15%	\$1, 515,800
<b>Post ASM</b>	43	30.7%	\$1,229,800

The total cost savings of staff turnover since introducing the ASM is \$286,000.

### CONCLUSION

Overall, we can conclude that introducing the ASM into the selection process at Converge International has led to a 10% reduction in staff turnover which translates into savings of **\$286,000**. This suggests there is certainly real value in using the ASM to help select employees who have less potential risks and greater suitability to the role and organisation. The value has been realised in terms of cost savings but also in terms of less disruption to team morale, an increase in hiring employees who align with the culture and values of the organisation and less time spent by PC&L to replace turnover therefore freeing them to focus on the growth of Converge International.

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